

# Preface

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A Statement on the Posture of

the United States Army

Fiscal Year 1998

by

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and General Dennis J. Reimer

Presented to the Committees and Subcommittees of the UNITED STATES SENATE and the HOUSE OF REPRESENTATIVES FIRST SESSION, 105TH CONGRESS February 1997 Integrated Sustainment Maintenance streamlines maintenance and repair activities by providing regional management of all Army sustainment maintenance work. This integration of efforts ensures the best use of maintenance skills and reduces costs by eliminating redundant repair programs while achieving economies of scale. Integrated Sustainment Maintenance provides a focused logistics effort and permits better workload distribution, resulting in a more efficient use of the Army's total maintenance capability.

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On 23 February 1996, the Commanding Generals of the Army Materiel Command (AMC), Forces Command (FORSCOM), and Training and Doctrine Command (TRADOC) directed the Integrated Sustainment Maintenance (ISM) Corporate Board to produce an ISM Business Process Manual (BPM) to standardize Army-wide sustainment maintenance business practices.

On 23 March 1996, the ISM Corporate Board assigned the National Sustainment Maintenance Management (NSMM) office the responsibility to develop the ISM BPM. The NSMM subsequently received the ISM Corporate Board's approval to form an ISM BPM Inter-major Army command (MACOM) Work Group to coordinate the BPM. The Inter-MACOM Work Group includes the ISM management structure and participants from the Department of the Army staff, the CONUS Major Army Commands (MACOMs), Army National Guard (ARNG), the U.S. Army Reserves (USAR), and Army contractors. During the OCONUS ISM implementation phase, USAREUR, USARPAC, and EUSA have joined, expanding the BPM development to include OCONUS operations.

The ISM management structure and MACOM work group members are responsible for coordinating the development of the BPM with their MACOM's subject matter experts. BPM input is provided through the ISM management structure by the Army MACOMs, ARNG, Reserves, HQDA initiatives, and DOD policy makers. As of 15 March 1998, there have been two Draft BPM editions and two Working Version BPM published. The result is this BPM Version III effective 30 June 1999.

The BPM provides a mechanism for continuous process improvements and integrates the retail and wholesale sustainment maintenance logistics management in accordance with the Department of Defense Instruction (DODI) 927j.

Chapter 1 summarizes the events leading up to the Army's decision to approve the ISM logistics system. Chapter 2 provides an overview of the integrated management structure developed during the events discussed in Chapter 1. Chapters 3 through 9 and the appendices A – I provide specific day to day ISM procedures and processes to accomplish ISM operations.

Process improvements and BPM changes are encouraged. Process improvements and changes are coordinated within the ISM management structure, together with the MACOMs, and approved by the ISM Corporate Board.

The BPM will be updated regularly throughout the ISM life cycle. The BPM is currently managed via a central data repository at the NSMM office. The BPM can be accessed through the ISM Automation Architect and/or WorldWide Webb via the AMC Homepage [http://www.amc.army.mil/dcs\\_logistics/lg-ism/](http://www.amc.army.mil/dcs_logistics/lg-ism/).

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## INTEGRATED SUSTAINMENT MAINTENANCE (ISM) CORPORATE BOARD COORDINATION SHEET

SUBJECT: ISM Business Process Manual (BPM)

As reflected by the signatures below, the Voting Members of the ISM Corporate Board have approved the overall scope, focus, and direction of the ISM Business Process Manual (BPM). The BPM Working Version I, Dtd 12 Nov 96, has been field tested for 18 months. Changes have been incorporated. Future changes will be published as changes annually. The ISM Corporate Board reviewed the BPM and determined that AR 750-1 and AR 750-2 would be updated and the BPM would be forwarded to DA requesting an assigned Standard DA Pamphlet number (xx). The Army Materiel Command, National Sustainment Maintenance Management Office, will be the executive agent for the DALO-SMM proponent.

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